

Becoming THE Reference in Health Nutrition for Cats and Dogs



ROYAL CANIN Get The MESSAGE

Change. It's constantly happening. The market is changing. Our business is changing. It's a cliché, but it's true: the only thing that is constant is change.

It may feel difficult sometimes, but change isn't necessarily a bad thing. When I wrote this, I had just finished the first week in my new role as Director of Corporate Affairs. In contrast to that short time, I'm also coming up on my ninth anniversary at Royal Canin. I've seen a lot of change in that period of time, and I am sure there will be a lot more in the next nine years. When I first started at Royal Canin, my job was to answer questions and provide all phone consultations for veterinarians who were using our then newly-added line of veterinary diets. There were fewer than 15 veterinary district managers in the entire sales force and you could only purchase our diets through two veterinary distributors; neither of which still exists

Now we have an entire team of veterinarians and veterinary technicians to answer questions and provide nutritional consultations and a sales force that has grown ten times in size! We take our own orders directly from veterinary clinics and breeders to completely own the relationship and customer experience. As a veterinarian, I can tell you having that consistency in contact points would have had a tremendous influence on my decision of which diets to recommend in my practice. And this is just one example of how we have changed as an organization to better serve the demands of the market. More importantly, this is an example of how we have shaped our business model to feed more cats and dogs. The pet food industry will continue to evolve and shape all three of our pillars. To continue our growth trajectory, we'll need to remain nimble and adaptable. As they say, "What got you here won't get you there." We will continue to increase our number of associates, as well as our current capabilities. We'll develop our internal leaders to take us to the next level. When it makes sense, change

we'll add external talent. We've already seen evidence of this. We've brought in even more expertise in Ecommerce and Digital Marketing with the exciting addition of Kamie Eckert. The realignment of the Influencer Pillar under Ann Hudson is a move to continue serving our professional partners while identifying new influencers.

I'm confident there will be a day when we look back at 2013 and say, "Only 700 hundred US associates? How did we even manage our business with such a small group?" But there is one thing that will never change: our unwavering commitment to putting the needs of the cat and dog first in everything we do. This is one of the things that initially attracted me to Royal Canin. And through a lot of change in

nine years, this has always been a constant. All the changes we've made have helped to feed more cats and dogs, and by doing so, each of us has had a part in improving their health. We've grown, we've restructured, and we've tried new approaches, but we have never lost sight of what we are here to do. Whatever your role at Royal Canin, every day you help make the lives of cats and dogs better by doing what you do. That is the one thing that we can all hold on to that will never change.

Brent Mayabb, DVM Director of Corporate Affairs

today. Can you even imagine that?

CBM Mayollo, DVM

Our MISSION

Constantly bring through Health Nutrition and Shared Knowledge, the most precise nutritional solution for each Cat's and Dog's health needs, by building on constantly deepened scientific knowledge and on Royal Canin's roots in the feline and canine professional networks.

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Meet the **PETS**



BREED: Bengal AGE: 9 years old | M

TEMPERAMENT: Vocal, strong-willed and enjoys walking around outside.

PET OWNER: Elizabeth Reed,



ROWDY

BREED: Boston Terrier AGE: 9 years old | M

TEMPERAMENT: Mild, sweet

PET OWNER: Jenny Gill, Veterinary District Manager



CATMANUEL & **PYEWACKET**

BREED: Siamese

AGE: 9 year old brothers | M

TEMPERAMENT: Affectionate and dog-like. They love to play fetch and come and sit

PET OWNER: Katie Hartley, National Nutrition Training Manager



VIOLET

BREED: English Bulldog

AGE: 5 years old | F

TEMPERAMENT: Happy, often adventurous but loves to sleep.

PET OWNER: Lauren Coxen, chnical Services Veterinary





PERSIAN KIBBLE

Challenge yourself and your family to uncover this hidden kibble!









"I just wanted to tell you how pleased I am with your product. I purchased your feline **Oral Sensitive** dry food. My rescue cat came to me with terrible teeth and it has been difficult to get her on a well-balanced diet because she was not interested in a high auality food. She was used to eating a poor quality diet and table scraps. In all of my attempts to give her an oral care dry food she would like. I was most impressed with the nutrition in your product and as it turns out, my cat loves it! It is the perfect size for her. Her teeth used to hurt so bad that she would swallow her dry kibble whole because it hurt her to chew. Thank you from the bottom of my heart for your wonderful Oral Sensitive dry food. She now has healthy teeth and gums. Please don't ever stop producing products that help pets!"

MELANIE D.

"I don't have any questions to ask just merely a sincere thank you for making such a great product. I have two Miniature Dachshunds, Dilbert and Rocky, and switched to your product when we adopted Rocky this past year. We were feeding Dilbert with the lower auality food prior to switching. Once we got Dilbert acclimated to the new food, we immediately noticed a huge difference in several aspects of his life. His coat became much shinier, his teeth were much cleaner, and he slimmed down to a much leaner and healthier weight. We will continue to use your product, because it is worth all the money that it costs. Thank you very much from a very happy customer."

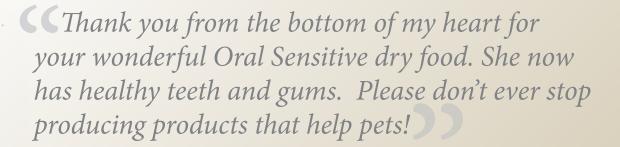
MICHAEL P.

"I just wanted to send you a note and say thank you for the brand you have made. I have two cats. One is about six months old and the other is three. My oldest cat was having a real problem with his weight. I took him in to see a veterinarian at Banfield Pet Hospital and they told me about your brand. I put him on the **Light Indoor** formula and within a few months he has already lost four pounds. He seems to have more energy and looks so much healthier. I am very glad my veterinarian recommended your brand. Thank you again."

KAYLA M.

"Baxter, a Bulldog patient at Bodega Bay Veterinary Hospital, is very happy to be eating the Royal Canin **Anallergenic** formula. After years of blistered feet from pododermatitis, constant ear infections, skin fold pyoderma (Baxter is the king of skin folds,) yeast infections, a dull and greasy coat, and really objectionable dog odor, Baxter looks and smells like a new dog because his food allergies are finally under control. The Anallergenic diet is nothing less than amazina."

BODEGA BAY VETERINARY HOSPITAL BODEGA BAY. CA







TECTIAAAA















auided by The Five Principles of Quality, Responsibility, Mutuality, Efficiency, and Freedom for generations. Of course, most businesses consider quality, responsibility and efficiency to be important. What distinguishes Mars is how we embed these Principles in our approach to business, and commit to doing business in ways that create mutual benefits for all those involved in our success. And by being a family-owned business we allow ourselves the freedom to do that The Five Principles extend beyond how we conduct business; our Associates truly embody and exemplify these Principles in both their professional and personal lives. The Five Principles play an active role in our everyday decisions, fostering a culture of ethics and integrity.

With a business that continues to grow globally, often in places where cultural norms may differ and regulations may be less stringent than our own standards, we understand the importance to equip our Associates with the training, resources and even the time that allow them to make decisions that live up to

Our company and Associates have been Royal Canin Associates, Jennifer Wilson, Retail District Manager for the South Central California territory, spent a month in Muizenburg, South Africa volunteering at a small Non-Governmental Organization called "Dreams to Reality." She was assigned to a child care facility that was located in one of the city's smallest townships. The townships in South Africa are segregated underdeveloped urban living areas that do not exist with the government's permission. As a result, the townships are not properly maintained so. Another key differentiation for our business is and create very poor living conditions for the community. They experience inconsistent services including inadequate sewage systems, no electricity, damaged roads, little clean water and have limited or no access to healthcare. The townships are very unsanitary with dangerous living conditions due to high rates of crime and poverty.

During Jennifer's sabbatical she served as a teacher's aide for a classroom of 16 two-and three-vear old children. All of these children live in the township and come from broken homes, and most likely have experienced a difficult or unstable upbringing. Several of the children the high ethical standards we expect of ev- in the school were orphaned; they had lost eryone at Mars. This February, one of our own their parents due to crime, alcohol, drugs or



AIDS. Consequently the children were taken in by neighbors or relatives who were unable to provide the proper care. Jennifer worked with several children in her classroom who were very sick and sadly do not have access to the proper medications or treatments because the government does not provide any money toward healthcare services. In fact the child care facility that Jennifer volunteered at is only kept open by donations and very minimal fees from the children's guardians.

cleaning, feeding, teaching, reading stories, singing songs and playing with the children. Each of them loved the one-on-one interaction with Jennifer and never wanted to leave her at the end of their school day. She bought several items for the children she knew they would enjoy including coloring books, pens and stickers. Although her contributions were not extravagant gifts, these items were very special

privileges for the children and the teacher could not thank Jennifer enough for her kindness and generosity. Jennifer most enjoyed the opportunity to be involved in their education and the chance to teach the children. They were all so interested to learn new things and absorbed it all! She also worked with the teacher on a special project to design and facilitate new activities and crafts unique to their school program. "Although it was incredibly difficult not to think about what these sweet children went home to, I could not help feeling the pain Jennifer's typical work day consisted of in my heart when I looked into their beautiful brown eyes. They were all so wonderful and just wanted to feel safe and be loved. I hope that in my short time with them that I was able to provide the love and comfort they desperately needed. It was an incredibly humbling experience and I would do it again in a heartbeat." Jennifer's story is a captivating depiction of our Principles in Action and should make each of us proud to be Mars Associates.



MARS



Introducing our **NEW ASSOCIATES**





KIM BAILEY Line Manager North Sioux City, SD Line Manager: Vince Mooney



DAVID BOYER Location: Rolla, MO Factory **Line Manager:** Michael Newkirk



GREG BRADY /eterinary District Manager **Territory:** Tampa, Florida Line Manager: Bryan Rothlein



CRYSTAL COBURN Location: North Sioux City, SD Factory Line Manager: Vince Mooney



OP **WORK**

ST. LOUIS POST-DISPATCH

On Sunday June 23rd, 2013 the Saint Louis Post-Dispatch published their annual "Top Workplaces" feature. This is a list of the best places to work in the Greater St. Louis area and we are proud to announce Royal Canin USA has been named to the list! We are honored to have been selected for the award, particularly as the judges were you, our associates!



Veterinary District Manager **Territory:** Dallas, Texas Line Manager Ritston Brevitt



RANDI KEPHARI Order Services Representative Location: Corporate Headquarter Line Manager:



CHAD ROLFES North American Quality & Food Safety

Line Manager:



MELANIE GENS Order Services Representative Location: Corporate Headquarters Line Manager: Jonathan Winski



ALAN KWANG Veterinary Regional Manager Territory: Pacific Northwest Line Manager: Kathy Joyce



DEVON SKAGGS Shipping I Location: V-Warehouse Rolla, MO

Line Manager:

Mandy Rehkop



ERIN HORRIGAN Veterinary District Manager Territory: Boston, Massachusetts **Line Manager:** Daniel Baker



CARLA LYONS Veterinary Distract Manager Territory: Line Manager:



JOE TAYLOR Key Account Manager for the Pet Supplies Plus Line Manager:



CORY JOHNSON Shipping I Location: Rolla, MO Line Manager:



TYLER MARTINSON Territory: Line Manager: Eunice O'Nei



NATALIE WORD Veterinary District Manager Territory: Birmingham, Alabama Line Manager:



JOHN KAHN Retail District Manager Territory: Connecticut & Rhode Island Line Manager:



DONALD RIGAUD Retail District Manage Territory: Central Gulf Coast Line Manager: Amy Rose



JAMES WHITE Veterinary District **Territory:**West Tennessee & Mississippi **Line Manager:** Todd East



2013 FINALISTS

INNOVATION

ALAN HARRINGTON **SCOTT FLETCHER & KATIE HARTLEY** ERIC O'BRIEN MIMI STELLMAN VALERIE TURNER

LINE MANAGER EXCELLENCE

AMY ROSE DJ GRACIA **ROBERT LEE** STEPHANE GAYET

PEOPLE

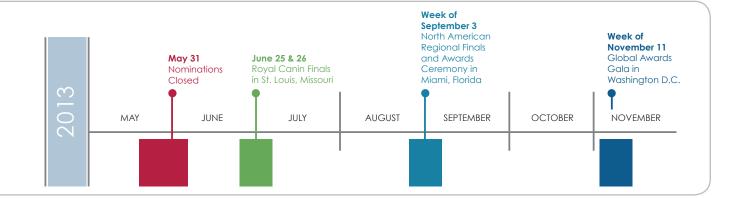
DAVID HOLMES & RANDY SKASICK GRANT IDEN JENNIFER WILSON LAUREN ECHSTENKAMPER LUCY & JIM EYER MICHAFI NEWKIRK TAMEKA BENNETT WILLIAM WISEMAN

PLANET

ANTHONY VONDRAK & PETER STEINBACH

The Make the Difference Awards Program provides an opportunity to celebrate the stories of our Associates that are making a real impact to People and the Planet through Performance. Each and every nomination that was submitted was powerful. These stories came from Associates in every function of the business and each one was a genuine testimonial of appreciation for their hard work and devotion. Royal Canin USA received a total of 171 nominations; a 111% increase in nominations than the 2011 program! Globally, Royal Canin Associates made over 1,700 nominations. These results are something that each Associate can take pride in as they reflect all of our daily passion. Thank you to all Associates who nominated an individual or team this year. This program is successful because you take the time to recognize a job well done! Although the nomination period has officially closed for the 2013 program, continue to make a point to recognize your peers and line managers every day of the year for their contributions and achievements.

Congratulations again to all of the Associates who were nominated for a Make the Difference Award and good luck to the 2013 finalists who will move forward and bring their nominations to life at the Royal Canin Make the Difference Local Event in Saint Louis on June 26th 2013. From there, three semi-finalists will be selected to advance to the North American Regional Finals in Miami, Florida in September to represent Royal Canin USA alongside the finalists from all Mars business segments.





NOMINEES BY CATEGORY

CONGRATULATIONS again to all of the Associates who were nominated for a Make the Difference Award

INNOVATION

Alan Harrington Alberto Favila Alisha Ezell Amanda Rehkop Amy Anderson Andrea Goldstein Andriana Thro Anthony Vondrak Beau Morgan Beth Geoppo Beth Schmidt Bev Roberts **Bobby Schmidt**

Brad Turnquist Brent Mayabb Brian Fassel Cathy Keeney Chris Goodwin Churck Makatura Dan Markenson Dan Noble Dave Kornmann DJ Gracia Fric Lee Eric O'Brien Fric Shake

Erica Vogt Heather Winters Jackie Eager Jamie Bates Jamie Christian Jeff Kellerman Jennifer Conlin Jerry Benns Jill Cline Joe Reynolds John Thaman Jorge Frydman Josef Grissom

Julie Harvey Pam Kaufman Katie Hartley Keith Levy Peter Steinbach Kris Sudtelate Rodrigo Melecchi Lisa Feller Ronna Krahl Liz Martin Scott Fletcher Loretta Jones Sharon Lund Mark Williams Stephany Davenport Matthew Jurikson Tameka Bennett Mimi Stellman Nancy Carico Tim Arthur Nick Metzger Tim Connolly Nicole Stewart Tim Ilg

Tony Winkel Tracy Rogers Trey Kenne Valerie Turner Vanessa Krampe Vernon Haizel Walt Kras

LINE MANAGER EXCELLENCE

Agron Carney Alan Harrington Amanda Richter Amy Anderson Amy Rose Andrea Goldstein Ann Hudson Anthony Vondrak Beau Morgan Ben Washburn Bev Robert **Brad Turnquist** Bradley Land Brent Mayabb

Brittany Campbell Bryan Rothlein Cathy Keeney Charles Belavic Dan Markenson Dan Victor Darren Mackin Denise Lyons Dennis Mezzacappa Derric Fane DJ Gracia Elizabeth Reed Erin Fenstermacher

Gary Stites **Greg Temperly** Harvey Millar Heather Cabello Jamie Bates Jamie Rhymer Jann Wilson-Bell Jodee Renae Josh Pacheco Karen Ehlers Kari Weber Kathy Joyce Katie Hartley Kim Sieber Kris Sudtelate

Linda Engel Mark Harper Mark Rodriguez Marvin Maxwell Melissa Ammon Michael Andersen Michael Newkirk Miguel Hinojosa Missy Ammon Nathanael Gates Pam Kaufman Pat Vandeariffe Patrick Dubois Patrick Maloney Pete Bicart Pierre Waaner

Randy Beers Reynaldo Remeriz Robert Lee Rockey Henning Ronna Krahl Sandra Brinkerhoff Saul Morelos Scott Fletcher Shannon Lopez Shannon Smith Stephane Gayet Steve Callahan Steve Young

Tim Ila Tim Mody Timothy Kee Tracie Bustos Travis Holt Trev Keene Valerie Turner Wes Manning William Wiseman

PEOPLE

Aaron Carney Andriana Thro **Brent Mayabb** Cindy Rader Cody King Connie Bell

Courtney Schoen **Curtis Warner David Holmes** DJ Gracia Elizabeth Isele Elizabeth Kutryb Erica Vogt

Gary Sikes Heather Millard Jennifer Sytsma Jennifer Wilson Jim Eyer

Kari Michalek Kari Weber Laura Uchtman Lauren Echstenkamper Lisa Feller Lucy Eyer

Mihir Adivarekar Mike Plank Nicole Stewart Randy Skasick Robin Beller Ronna Krahl

Tim Arthur

Staci Kombrink Tameka Bennett Todd Fudge Travis Black William Wiseman

PLANET

MAKE IT MEAN MORE | MARS

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Congratulations Curtis Tiefenbrunn, E-Commerce Project Manager, and wife Emily on the birth of their daughter Elizabeth Kate.

Elizabeth Kate, Born May 13th, 2013 7 pounds, 2 ounces



Erin Wilson, daughter of Manufacturing Analyst Rhonda Wilson, is pictured here with her gymnastics coaches. Erin is the level 7, age 14, 2013 MO State Gymnastics Champ. Congratulations, Erin.



Congratulations Lisa Howser, Veterinary District Manager, and husband Jeff on the birth of their daughter Paige Rhys. Paige Rhys, Born March 5th, 2013

6 pounds, 5 ounces



Congratulations to Anne Cisler, Supply Chain Manager, and her brother Scott Kolbe who completed their first half marathon – it was the GO! Half Marathon in Saint Louis, MO on April 7th, 2013.



Congratulations to **David Holmes**, Logistics Services Manager, and his wife Kim who welcomed two new grandchildren into their family within a few days of each other!



Jaina Kathryn Schmitz was born on March 31st, 2013 and Nolan Alexander was born on April 5th, 2013.



Congratulations to Scott Fletcher, National Account Manager for Rx Banfield and Petsmart, for completing the Portland Rock and Roll ½ Marathon on May 19th, 2013. Scott joined forces with Team Banfield Charitable Trust in support of raising funds for struggling pet owners. Scott played a tremendous role in the overall fundraising efforts and raised over \$3,600 in donations!



Welcome home Zeus! Melanie Hicks, S&F Staff Accountant, added this English Mastiff puppy to her family in April.

ROYAL CANIN. SCRAPBOOK





Congratulations to Chad Rolfes, NA Q&FS Coordinator, and wife Lori on the birth of their daughter Joslyn Fae.

Joslyn Fae, Born March 28th, 2013 8 pounds



Welcome home Bandit! Bandit was adopted by Andriana Thro, Digital Communications Manager, and her family on April 9th, 2013. He is a Labrador/ Rottweiler Mix.



Congratulations Tim Grizzle, National Merchandising Manager, and wife Melissa on the birth of their daughter Simone Francine.

Simone Francine, Born December 19th, 2012 7 pounds, 8 ounces



Welcome Home Precipice! Precipice was adopted in April from Stray Rescue in Saint Louis, MO by Anne Cisler and her family. She is a nine month



Check out Jamie Christian, PRO Feline Rescue Manager, judging a cat show in Buenos Aires, Argentina. He said, "it was an experience of a lifetime!"



Aaron Bicart, son of National Account Manager Pete Bicart, recently earned Boy Scout's highest rank, Eagle Scout. Aaron will graduate magna cum laude from Carroll Senior High School in Southlake, TX and be attending the University of Texas at Austin this fall.



Congratulations to Andrea Goldstein, Veterinary Marketing Manager, and her husband Larry on the birth of their daughter Lyla Sophia.

Lyla Sophia, Born March 19th, 2013 6 pounds, 12 ounces



Dr. Craig Datz, Nutrition and Scientific Affairs Manager, has just been elected as Vice-President of the American Academy of Veterinary Nutrition (AAVN). The AAVN is an international association of veterinarians and animal scientists with a common interest in animal nutrition as it relates to animal health. Congratulations!





CONNIE BELL

Special Events Marketing Los Angeles, CA

KEN BERRY

Shipping II Rolla, MO



RADU BACALOGLU

Veterinary District Manager Ogdensburg, NJ

VICTORIA BURKE

Veterinary Regional Manager Highland Ranch, CO

LISA CALANDRO

Veterinary District Manager Fort Lauderdale, FL

GRANT LUCAS

Veterinary District Manager Duluth, GA

JOHN THAMAN

National Key Account Manager White, GA



SHELBY BROWN

Veterinary District Manager Smiths Grove, KY

ROBERT BURGESS

Retail District Manager Mooresville, NC



OWN TIMOTHY FRAYER

Packaging I Rolla, MO

CARRIE KEOUGH

Veterinary District Manager Bolingbrook, IL

ELIZABETH MARTIN

Cynotechnician – PRO Pillar Licking, IL

CARA MILLER

Veterinary District Manager Edwardsville, IL

ERICA VOGT

Communications Manager St. Charles, MO

ANTHONY VONDRAK

SES* Manager North Sioux City, SD

MICHAEL WOODSTOCK

Veterinary District Manager Milford, OH

BRYAN YOUNTS

Veterinary District Manager San Clemente, CA

*Safety, Environment, Security





Banfield Charitable Trust Summer Pet Food Drive

6.17.13 - 7.26.13

For struggling pet owners, providing pet food can be the difference between being able to keep a cherished pet and being forced to surrender him or her. To help support their mission to keep pets and their people together, Royal Canin has joined Banfield Charitable Trust in their efforts to facilitate solutions to ensure no pet owner will ever have to surrender their pet.

HOW ARE BANFIELD CHARITABLE TRUST AND ROYAL CANIN KEEPING PETS IN THEIR LOVING HOMES? HERE'S HOW...

INTRODUCING THE 40,000 POUNDS IN 40 DAYS SOCIAL MEDIA CAMPAIGN

Royal Canin and Banfield Charitable Trust are teaming up to support pet owner retention programs nationwide through the "40,000 Pounds in 40 Days" Facebook challenge, launching Monday June 17th 2013 and running through July 26th 2013. For 40 consecutive days, Royal Canin will be sharing inspiring stories through Facebook posts of cats, dogs and their families who were the recipients of pet food assistance programs through Banfield Charitable Trust. For each "like" or "share" engagement, Royal Canin will donate one pound of food, up to 40,000 pounds. The donations will support the opening of two pet food banks in Chicago and Kansas City.

OUR GOAL IS TO DRIVE ENOUGH "LIKES" AND "SHARES" TO DONATE 1,000 POUNDS OF PET FOOD EACH DAY.

Don't miss this wonderful opportunity to "like" and "share" Royal Canin's exclusive partnership and support of the 2013 Banfield Charitable Trust Pet Food Drive with your accounts, customers, family and friends. Invite them to participate and help make a difference in pets' lives this summer!

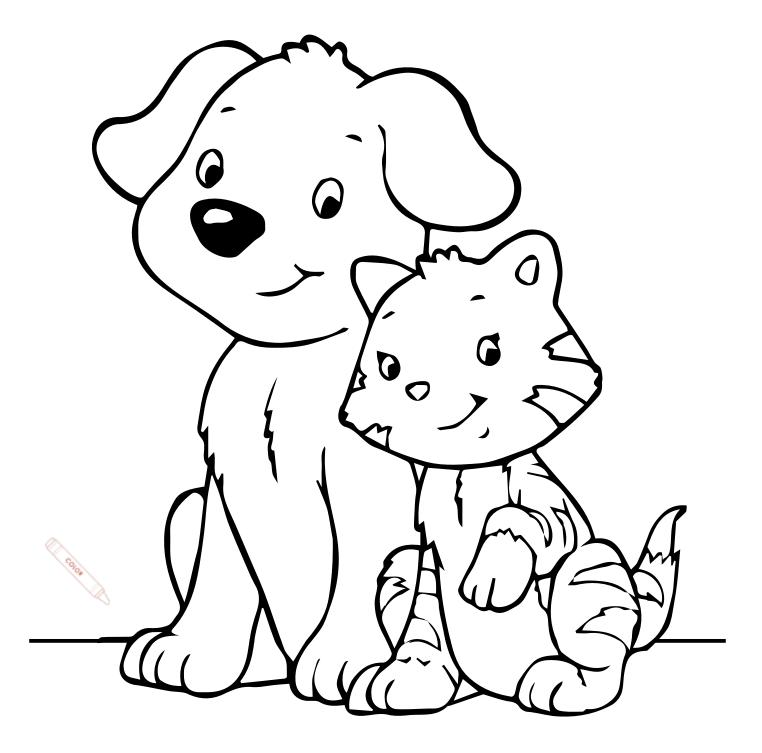




4



B.A.R.K Activity Page



We hope the youngest members of your family have grown to look forward to the B.A.R.K activity page! Believing Animals Reach Kids



National Take Your Daughters and Sons to Work Day

ROYAL CANIN Style

One of the most enriching activities that our Royal Canin Associates participate in during the year is Take Your Daughters and Sons to Work Day. This national campaign allows us to reach out to our children for the purpose of mentoring youth on the importance of perseverance in seeking employment in today's workplace. Royal Canin has participated in this program for the last three years. This past year showed a growth in participation with 39 children attending.

With an age range of six to fourteen year olds, the focus on creating activities that would appeal to the entire group wasn't easy, but our Associates rose to the challenge and the result was a day of fun and learning.



These workshops were designed to introduce the kids to different career paths, to spark an interest in a field of study or work that they had never thought about before and to give them a way to connect to their families at work. The day would not have been complete without a backpack full of fun items to take home, a tour of the corporate office and lunch with their parent or adult who brought them to work. From the look of the faces of the happy kids as they left that day, Take Your Daughters & Sons to Work Day was another huge success this year.

> A huge **THANK YOU** to all of our Royal Canin Associates involved for making this a great day for our youth!





